



*FY 2007 UASI Nonprofit  
Security Grant Program*

A Framework for Developing  
FY 2007 Investment  
Justifications

# What is an “Investment Justification?”

---

- An investment justification is a template by which a grant applicant outlines why it needs federal funding and what benefits that funding will produce.
- The concept is a relatively new one for DHS and was first used in FY 2006.
- Investment Justifications are scored competitively.

# Crafting an Effective Investment Justification

---

- Start with the basics. Follow directions and write well.
  - Five page limit
  - Times New Roman 12 Point
- Only ask for funding for allowable expenses:
  - Physical Security Enhancement Equipment
  - Inspection and Screening Systems
  - Training

# Crafting an Effective Investment Justification - Training

---

- Matching funds associated with training must be **in cash**.
- Training should be geared towards the protection of CI/KR, including physical and cyber security, target hardening, and terrorism awareness/employee preparedness

# Crafting an Effective Investment Justification

---

- Use the relevant language from the response instruction bullets to answer the questions.
  - For example, in Section II - Background, “the organization’s role in responding to and/or recovering from international terrorist attacks is... .”

# Crafting an Effective Investment Justification – Section II Background

---

- This section is designed to give the evaluator a basic understanding of the organization as it relates to homeland security.
- Several of the bullets in Section II are also a part of the evaluation and scoring criteria. The answers to these bullets should be elaborated in Section III.
  - Symbolic value of the site(s) as a highly recognized national or historical institution that renders the site a possible target of international terrorism.
  - Known critical infrastructure or key resources (CI/KR) located within close proximity to nonprofit organization facilities.
  - Role in responding to or recovering from international terrorist attacks.
  - Prior threats or attacks (within or outside the U.S.) by a terrorist organization, network, or cell against their nonprofit organization or a closely related organization.

# Crafting an Effective Investment Justification – Section III Risk

---

- Describe prior threats or attacks (within or outside the U.S.) by a terrorist organization, network, or cell.
- Describe symbolic value of the site(s) as a highly recognized national or historical institution that renders the site a possible target of international terrorism.
- Describe known critical infrastructure or key resources (CI/KR) located within close proximity to nonprofit organization facilities.
- Describe specific vulnerabilities that the site has, with a particular focus on IEDs.
- Describe the human, economic and symbolic consequences of an attack on the site.

# Crafting an Effective Investment Justification – Section IV Target Hardening

---

- While this section says “target hardening” it is also the section to outline the benefits of a training investment. This was a formatting error on the part of DHS.
- This section must focus on mitigating the risks outlined in Section III. Therefore, there must be a direct nexus to the project and the outlined risk.
  - If the primary risk is from truck bombs the project should **not** primarily focus on baggage screening systems.
- Describe how the project will mitigate prior threats or attacks (within or outside the U.S.) by a terrorist organization, network, or cell.
- Describe how the project will reduce the vulnerabilities outlined in section III.
- Describe how the project will mitigate the human, economic and symbolic consequences of an attack on the site.



# Crafting an Effective Investment Justification – Section IV

---

- When describing how a project will enhance security through target hardening or training, applicants should also discuss how the investment will enhance security capabilities. These capabilities are from the Target Capabilities List and may include:
  - Critical Infrastructure Protection
  - Law Enforcement Investigations & Operations
  - Communications
  - Community Preparedness and Participation
  - Information Gathering and Recognition of Indicators and Warnings
  - Intelligence Analysis and Production
  - Intelligence/Information Sharing and Dissemination
  - Risk Management
  - Explosive Device Response Operations
  - Public Safety and Security Response
  - Emergency Public Information and Warning
- For a more detailed breakdown of which capabilities match with each specific allowable piece of equipment see the Responder Knowledge base Authorized Equipment List categories 14 and 15 at <https://www.rkb.mipt.org/>. Log-in as a “guest.”

# Crafting an Effective Investment Justification – Section V Project Management

---

- The purpose of this section is to ensure that the applicant has a plan and the resources to effectively implement the project.
- Answer each bullet specifically.
  - Describe who will manage the project and their qualifications.
  - List milestones.
  - List challenges to implementation and how you intend to overcome those challenges.
  - Outline coordination of the project with local and state homeland security agencies.
  - List anticipated outcomes or benefits of the project.

# Crafting an Effective Investment Justification – Section V Match

---

- Match cannot be a federal source.
- Training match must be cash.
- Equipment Match can be “soft.”

# Contact

---



Joshua D. Filler, President  
1250 Connecticut Avenue, NW, Suite 200  
Washington, DC 20036  
Office: (202) 261-6560  
Fax: (202) 261-6561

[jfiller@fssconsulting.net](mailto:jfiller@fssconsulting.net)  
[www.fssconsulting.net](http://www.fssconsulting.net)